

DCMC Professionals Providing Basic Services to Hungary, Former Yugoslavia

Helping the Economy, Teaching Locals That Americans Aren't That Bad

PATRICK A. SWAN

U.S. troops in Operation Joint Guard could not long sustain peacekeeping operations without delivery of basic services, such as water, food, sanitation, laundry, transportation, and lodging. The professionals in theater who ensure that contracted services and supplies are delivered at the right time, place, and price are civilians and military personnel from Defense Contract Management Command. All volunteered for the six-month rotations to Hungary and the former Yugoslavia.

DCMD International

Defense Contract Management District International (DCMDI) oversees tailored teams from DCMC East and West Districts who train and deploy in response to a declared contingency. Their mission is formally called Contingency Contract Administration Services (CCAS). To date, 10 teams – and more than 186 people – have deployed and worked in an area of operations that includes Bosnia, Croatia, and Hungary. Fifty-four percent have been DLA civilians, with the remainder from the active military force, and are a key component of DLA's Defense contingency Support Team (DCST).

"With the increased reliance on contractors to support contingency operations, DCMC provides a vital logistical support service," said Ray Pollard, CCAS manager, DCMDI.

DCMDI has been involved with the Bosnia mission since December 1995

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with support to Operation Joint Endeavor. Its mission has evolved to include providing delegated quality assurance and administration services for fuels contracts and a translator contract.

"If DCMC was not involved, the potential for misinterpretation of contractual objectives would drastically increase," said Air Force Capt. Timothy Shi-



CLEANING WEAPONS, Hohenfels, Germany.



TRAINING TO PROBE FOR MINES, Hohenfels, Germany.



dal. "Also, the Army would lose the assurances that government property was being managed correctly and that contractual work was performed with this highest quality." DCMC Southern Europe team members were located throughout three countries in more than six locations. Team members traveled on a daily basis.

Shidal's boss, Air Force Lt. Col. Cliff Findley, DCMD West, commanded the rotation that ended in January. Having served as a commander at two other DCMC locations prior to deployment, he said he was able to apply the same leadership, motivation, and problem-solving skills in Bosnia.

"But all of my efforts would have fallen flat if it were not for the exceptional quality of the people who served with me," Findley said. "They far exceeded even my high expectations."

One of those people was Nancy Goodson, a civilian government property administrator from DCMC Phoenix.

Goodson said she was both pleased to be able to provide service directly to DCMC's No. 1 customer — the warfighter — and to stretch her knowledge and experience-base further than ever before.

"I had the opportunity, as a civilian, to be part of a multinational operation, more military than I ever imagined," Goodson said, who served as chief of government property in Bosnia. "It was a chance to be a part of something bigger than myself. So many decisions in a CCAS environment are made 'on the fly' and outside the box of normal experiences stateside that you need to have the confidence in your basic knowledge base. My non-deployment job prepared me with that basic knowledge and confidence to be an effective leader."

Cecilia Shine of DCMC Boston discovered the satisfaction of seeing the results of her efforts while serving in an administrative contracting officer position in Bosnia. She completed her rotation in June.

"[Back in Boston] I primarily administer contracts and negotiate overheads on contracts and do not see a finished 'tangible' product," Shine said. "In Bosnia, when I signed a notice to proceed and authorized the contractor to construct 48 seahuts, some guard towers, or to make a railhead operational, I actually got to see the completed projects."

Such unsung support is something many people stateside may not realize, according to another administrative contracting officer, Chris Wiley, of DCMD West. Wiley contracted for lin-

guists all over the Balkans during her rotation last year.



ARMY CAPT. ALLEN AT BOSNIAN CASTLE NEAR HILL 722.

MALISHENKO SPEAKS OUT ON DCMC OPERATIONS IN BOSNIA

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"We're Using the
Best Business
Processes Out There
to Get America's
Men and Women in
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Need It"



Air Force Maj. Gen. Timothy Malishenko, Commander, Defense Contract Management Command, was recently questioned about his May 24-30 trip overseas to DCMC Southern Europe (including Tazar, Hungary, and sites in Bosnia). His observations provide a first-hand account of DCMC's efforts in Bosnia.

Q What are your impressions of the DCMC operation in Bosnia?

A Operation Joint Endeavor, now called Operation Joint Forge (OJF), is one of an increasing number of contingency operations requiring DCMC support of

the warfighter. DCMC professionals are making a significant contribution to the operational effectiveness of OJF. Our operation in Bosnia is critical to the military capability and quality of life of America's soldiers, sailors, airmen, and Marines on the front lines. Since we deployed to Bosnia nearly three years ago, our operations have become more effective as we've instituted a team rotation system based on the inherent strength of shared experiences and relationships built over time.

Q
What most impressed you about DCMC in Bosnia?

A
The positive attitude of the entire DLA Contingency Support Team. Our people are consummate professionals. Some have worked overseas in contingency-like environments before, but many have not. What they all share, though, is pride in serving their country and a willingness and dedication to see the job through. Typically, they work 12-hour days to ensure contract performance success, including housing, food, water, transportation, and fuel. That's a challenge for anyone — let alone performing the work in a contingency environment.

Q
What are the greatest challenges facing the DCMC team in Bosnia today?

A
There are two great challenges: The first is maintaining a constant state of alert. While hostilities have somewhat subsided and the threat level is manageable, our people must always be on guard. The second challenge is one DCMC professionals all over the world face, but the consequences are magnified in contingency operations, and that is anticipating our customers' changing needs and developing a rapid response. DCMC uses every avenue available under Acquisition Reform to revolutionize its business practices and

take advantage of commercial practices. Which simply means we're using the best business processes out there to get America's men and women in uniform what they need, when they need it.

Q
How much longer do you expect to be in Bosnia?

A
I expect DCMC to support OJF for the full duration of the contingency operation. Our on-site contract management of contractor support operations is an integral part of the total force team.

Q
Why did you visit the DCMC team in Bosnia?

A
I wanted to see first hand the mission requirements and meet personally with all of those we support: on-scene commanders, materiel support elements, contractors, and all elements of the DCST. We have a responsibility to ensure team selection, training, transition of teams, and living conditions are done well. The best way to assess these elements is to make a visit.

Q
Why is it important for DCMC to have a presence in Bosnia?

A
DCMC's presence in Bosnia is directly tied to supporting our warfighters. We manage contracts that provide some of the most important items affecting the quality of life of our military forces. DCMC manages contracts under the \$675-million Sustainment Program, which was formerly called the Logistical Civil Augmentation Program. This program provides food, water, laundry, shower and latrine facilities, and other necessities to our men and women on the front line. As long as there is a need for U.S. military forces in the region, DCMC will be there to support them.

"People don't realize that along with the 8,500 U.S. troops in Bosnia, there are also 4,000 other workers supporting those troops," Wiley said. Her job was to ensure that all worked together well and that contracted services were delivered.

"Dealing in a real-time environment was gratifying — seeing requested tasks being worked on shortly after my issuance of the request, seeing troops satisfied with the contractor's services," she added. "When one is 9,000 miles away from home, knowing that the contractor is going to take care of some of the daily needs of troops is a great asset."

Findley's deputy commander in Bosnia, Army Lt. Col. Peggy Carson, said it is true that what the DCMDI team did or didn't do on a daily basis affected troops living conditions.

"If they [U.S. troops] didn't have to worry about their living conditions, they could concentrate better on the mission," Carson said. "They maintained the peace and we maintained good living conditions for them.

"It's easy to see the fruit of your labor, which is so rewarding," said Carson, who is chief of contracts at DCMD West. "We could see the difference the troops were making in keeping the peace, helping the economy and teaching the local nationals that Americans are not all bad."

Left Behind — A Little Good Will

Findley, who gave away most of his civilian clothes to homeless Bosnians before his departure, said such gestures require little effort, but the children and the parents all seemed to be sincerely appreciative that someone had taken an interest in them.

"We saw so many televised news reports over the last couple years which illustrated the devastation, the physical and emotional trauma experienced by the people of Bosnia," Findley said. "All earlier efforts to deter the fighting had been ineffective until U.S. forces arrived. Our troops stopped the death and destruction, and I was proud to play a small role in that."